

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

J.I.T. Manufacturing

South Carolina Manufacturing Extension Partnership

J.I.T. Manufacturing Implements 5S

Client Profile:

J.I.T. Manufacturing was founded by Vickie and Reggie Wyatt in 1992 and occupied a 2,800 square foot facility in Spartanburg County, South Carolina. The company was later moved to its present location in Cowpens, South Carolina, and expanded to 8,750 square feet. In 2004, the plant's footprint was enlarged again, adding 9,400 square feet. J.I.T. Manufacturing fabricates sheet metal parts, offering CNC punching, laser cutting and precision forming for a diversified customer base. J.I.T. Manufacturing also sells to original equipment manufacturers (OEMs) specializing in packaging equipment, electrical panels, electrical control boxes, mining equipment, textile machinery, and hospital equipment. Its main goal is quick turnaround for customers, and it specializes in short runs. J.I.T. Manufacturing currently employs 18 people.

Situation:

J.I.T. Manufacturing's employees spent a portion of each day looking for the materials they needed to complete customers' jobs. Disorganization in each cell of the facility affected production. Employees were moving at a fast pace, but many did not know where materials were kept when they needed them. The Wyatts recognized the need for improvement in shop flow and called upon the South Carolina Manufacturing Extension Partnership (SCMEP), a NIST MEP network affiliate, for assistance.

Solution:

SCMEP consultants and J.I.T. Manufacturing staff implemented a 5S program. "It was a very thorough program," said Vickie Wyatt. "We did housekeeping tasks a small shop like ours never gets around to doing because of the focus on getting raw materials in the door and quality finished parts out the door for customers." First, the team took everything out of one area of the plant and put each item into a category based on its amount of use. Then everything was labeled and assigned a specific spot within easy reach. For example in the post-5S welding area, employees have within reach the items they use every day. Seldom used supplies and equipment were put in other locations. The team moved on to implementing 5S in each cell of the facility. It then implemented a procedure that had employees spending 10 minutes each day cleaning up their respective areas.

Results:

- * Reduced production time by 15 minutes per day per employee, saving company 750 hours annually in production time, or \$56,250 annually.
- * Increased employee morale and pride in work areas.
- * Recouped investment of \$10,000 to improve shop layout in just one year.
- * Experienced annual savings of \$39,000 and 520 hours.

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Testimonial:

"This [lean manufacturing] is a totally new concept for small job shops like ours . It's amazing when you try to cut costs that you look at the big things and ignore the little things. SCMEP helped us see that the little things can save so much money. Using these techniques has helped our production by moving parts through our shop in a timely fashion. We are going to expand more into lean manufacturing this year with the help of SCMEP. We feel SCMEP's specialists really care about helping small manufacturing companies enhance their competitiveness."

Vicki Wyatt, Owner